Preface

Since the introduction of bus service tendering in London during the mid 1980s there has been a dramatic improvement in both the quality of bus service provided throughout Greater London and the value for money achieved. The achievements in this area have been recognised and were reflected in the Government's white paper entitled 'A Mayor and Assembly for London' in which the London system of tendering was described as 'working well'. In London Transport we remain ambitious to continue these improvements into the next century as part of an integrated public transport network.

Within London Transport we are developing and implementing a range of new measures to ensure that we can meet our passengers' needs and make the bus an even more attractive travel option. The role of our contracted bus operators is crucial to our future success, as is the continued development of partnerships with other bodies in the public sector. Together we can take forward initiatives that deliver the quality bus services London needs and which strive to improve our services to the benefit of passengers and society as a whole.

London Transport is committed to promoting fair and sustained competition for quality bus services in a market that is unique and dynamic. Opportunities for new businesses to enter the market, or for existing contractors to expand, are constantly created by our tendering programme. This document explains our bus service tendering process and we look forward to further developing and building on its already proven success.

Clive Hodson
Managing Director
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January 1999

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1 Introduction

London has one of the world's major urban public transport systems and the bus plays a vital role in meeting the transport needs of residents, businesses and visitors. The total market for bus services in London is valued at over £600m pa. (ECU1132m) and offers a good business opportunity for companies wishing to enter the bus industry or expand their operations. London Transport Buses (LTB) is keen to encourage fair and sustainable competition for the provision of safe, reliable, attractive and efficient bus services that maximise transport benefits and deliver value for money.

London is a regulated bus market in which public passenger services are provided by private bus operators under contract to or in agreement with LTB, which is part of London Regional Transport. LRT will itself become part of the Greater London Authority in 2000 (See section 3.4).

The use of contracting in London has seen a great improvement in services to the customer and value to the taxpayer. Bus operators have also recognised the benefits of working with LTB and consequently major UK-based groups have expanded their interests in London, with investment from continental Europe also being attracted. The system of tendering used in London provides the opportunity to enter the market in a number of different ways at a level appropriate to the resources and experience of each operator, allowing growth in a controlled way from a secure contract platform.

2 The London market - some key statistics

There is a substantial amount of data available but in general terms some of the most relevant statistics (approximate only) are:

Operating area: 1,630 km²

Number of bus routes: 813 (This figure includes Mobility and Night Bus routes)

Scheduled km: 346m/a rising to an anticipated 363m/a by 2000

Turnover: £600+m/a (ECU1132+m/a)

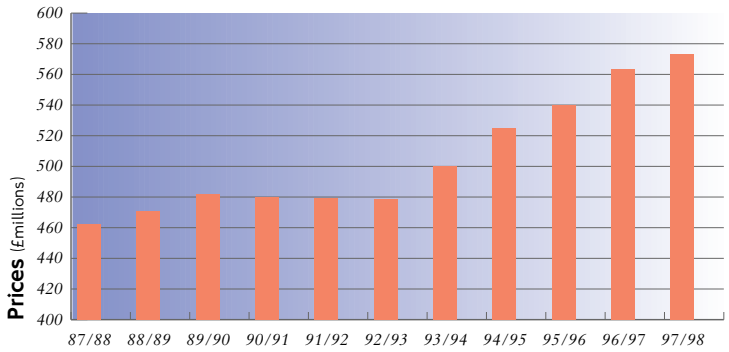
Passenger journeys: 3.5 million each day

Overall fleet: 5,500 buses

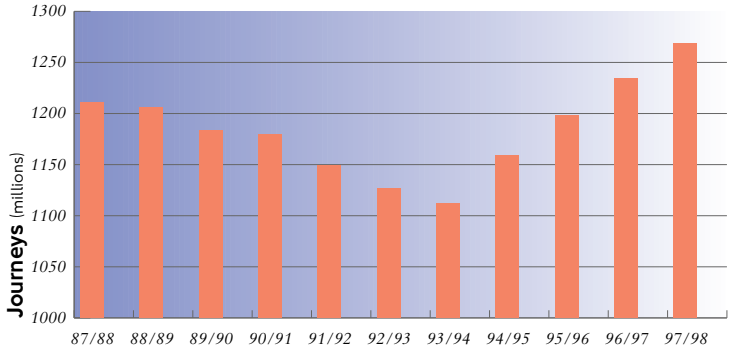
Number of operators: 39, including operating subsidiaries of the major bus groups such as Arriva, Stagecoach, First Group and Go-Ahead but also a significant number of small independent operators.

Over the period 1987/8 to 1997/8, London has seen overall growth in traffic revenue, passenger kilometres and operated kilometres.

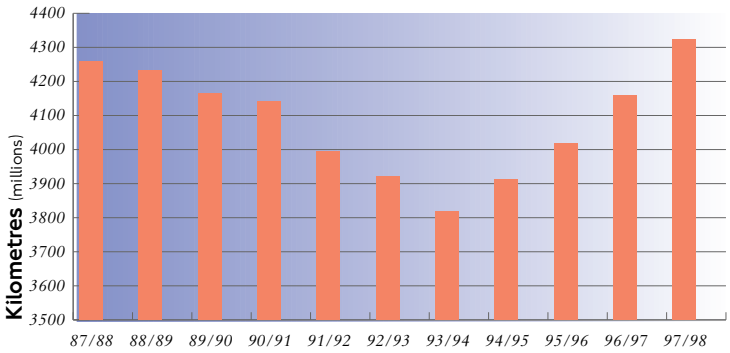
Traffic revenue at 1997/98 (£m)



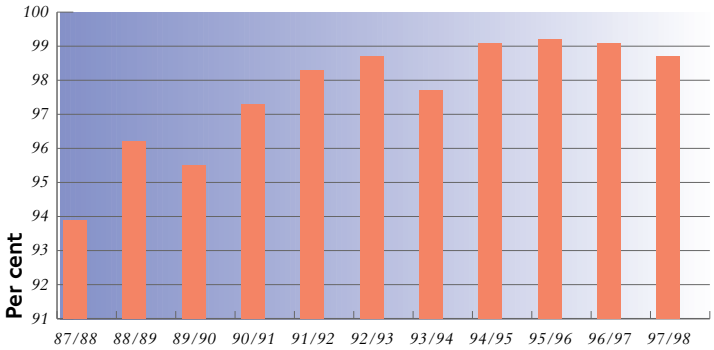
Passenger journeys (millions)



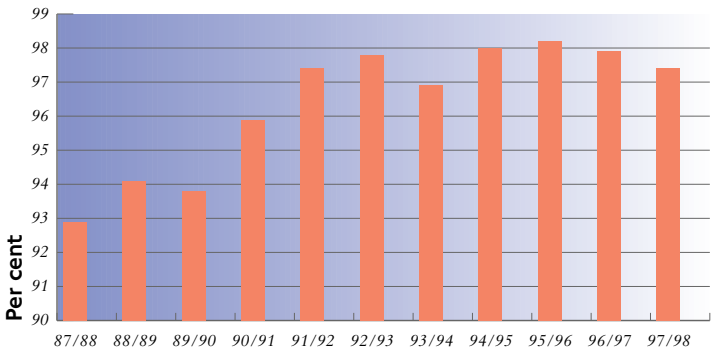
Passenger kilometres (millions)



Operated kilometres: before traffic losses (% of schedule)



Operated kilometres: after traffic losses (% of schedule)



3 Purpose and structure of key organisations in London's bus tendering process

3.1 Political situation

London Transport Buses is a division of London Regional Transport, which in turn reports to the UK Department of the Environment, Transport & the Regions (DETR). Within the DETR there is a Parliamentary Under Secretary (an elected member of the UK Parliament) whose responsibilities include transport for London. The Parliamentary Under Secretary reports to the Minister for Transport (an elected member of the UK Parliament) and member of the UK Government Cabinet who reports to the Secretary of State for the Environment, Transport and the Regions (an elected member of the UK Parliament) who is also a member of the UK Cabinet.

3.2 Statutory obligations

Under the London Regional Transport Act of 1984, London Regional Transport's primary duty is:

'…to provide or secure the provision of public passenger transport services for Greater London.'

London Transport Buses is responsible for meeting this duty with regard to bus services.

In doing this London Transport Buses must:

'…have due regard to:

(a) the transport needs for the time being of Greater London; and

(b) efficiency, economy and safety of operation.'

The act also places other obligations and the most significant of these in relation to bus services are:

- To invite tenders from organisations to carry out activities on behalf of London Regional Transport. This includes inviting tenders for bus services.
- To meet the financial objectives established by the UK Secretary of State for the Environment, Transport and the Regions (these are set by agreement with the UK Treasury).
- To set the general level and structure of fares.
- To set the general structure of bus routes.
- To determine the frequency of operation.

London Regional Transport also has obligations under the Disability Discrimination Act, which requires it to work towards ensuring improved accessibility to London's transport network, for all members of society.

3.3 London Transport's organisation

London Transport, (known legally as London Regional Transport, and established by the London Regional Transport Act 1984) is a statutory corporation which, since its inception, has set up a number of wholly owned subsidiary companies. Currently the three principal subsidiaries are London Underground Limited (LUL), London River Services Limited (LRS) and Victoria Coach Station Limited (VCS).

3.4 Greater London Authority (GLA)

The activities of London Transport will transfer to the new Greater London Authority (GLA), to be established in 2000. The GLA's transport responsiblities will be delivered through an executive agency, Transport for London (TfL). This new body will have wider responsibilities for transport than London Regional Transport. As part of the transition to TfL, there will be changes to the London Transport organisation during the period up to 2000/1.

3.5 London Transport's management

The Board of London Transport is headed by a Chairman appointed by the Secretary of State for the Environment, Transport and the Regions. There is a Chief Executive and other non-executive members. The maximum number that can be appointed is 12, including the Chairman. The non-executive members bring a wide range of outside business experience to the LT Board.

3.6 London Transport Buses

London Buses Limited (LBL), a subsidiary company of London Transport, had been set up in 1985 in anticipation of the deregulation of bus services in London. LBL effectively ceased to trade when its ten component companies were sold into the private sector in the autumn of 1994. In November 1993 it was announced by the then Conservative Government, that deregulation would not be implemented during the 'current' parliament, and the Labour Government elected in May 1997 has no plans to extend deregulation to London. Overall responsibility for bus services throughout the capital is now exercised by London Transport Buses (LTB), which became responsible for all London Transport's bus-related activities in April 1994. These activities include: procurement (formerly known as bus route tendering); bus service planning; development and operation of bus stations and network wide operational support and maintenance/enhancement of passenger facilities at off-street bus stations, on-street bus stands, and at bus stops.

London Transport Buses is a division of London Transport, it has its own Board and Managing Director, who is also a member of the London Transport Board. London Transport Buses has refined its statutory duties into a set of strategies and objectives which are shown in appendix A, and together with its operators has developed a vision for the bus service, which is set out in appendix B.

To deliver the strategy, objectives and vision, London Transport Buses is organised into four principal departments, as shown in the organisation chart shown on page 12. London Transport Buses manages its operational activities throughout London on a regional basis. This helps to ensure that its own Area Managers and associated Road Officials are able to react promptly and effectively to handle situations which may arise affecting the bus operations. The map in appendix E shows these areas and also serves as a guide to the geographical extent over which LTB is responsible for bus services.

3.7 Other London Transport activities

London Transport is responsible for a wide range of transport-related activities in London. These include the provision of the Underground system, Croydon Tramlink, London River Services, Victoria Coach Station, the management of the LT property portfolio and the London Transport Museum. There is also a unit dedicated to looking after the interests of disabled passengers, which is described in more detail in the following section.

3.8 Unit for Disabled Passengers (UDP)

The UDP co-ordinates initiatives to improve public transport facilities for people with disabilities, including special wheelchair-accessible and low floor buses and locally-run Dial-a-Ride schemes. London Transport's Unit for Disabled Passengers was set up in 1984 to act as a focal point for co-ordinating initiatives aimed at making public transport in London more accessible to people with disabilities. This has involved working with:

- Engineers and designers to make buses and trains easier to use.
- Architects to improve facilities at Underground and bus stations as they are modernised.
- Managers and staff of the bus companies to ensure that appropriate training is given on offering help to disabled and elderly passengers.

The Unit keeps itself abreast of improvements in transport facilities for disabled, mobility-impaired and elderly people, and is in regular contact with the many organisations which represent people with disabilities. It also produces an expanding range of large print maps and leaflets, videos and cassette tapes specifically to cater for their needs. There are a number of initiatives which UDP and LTB are working together on, in order to provide a more effective service to the travelling public. These include:

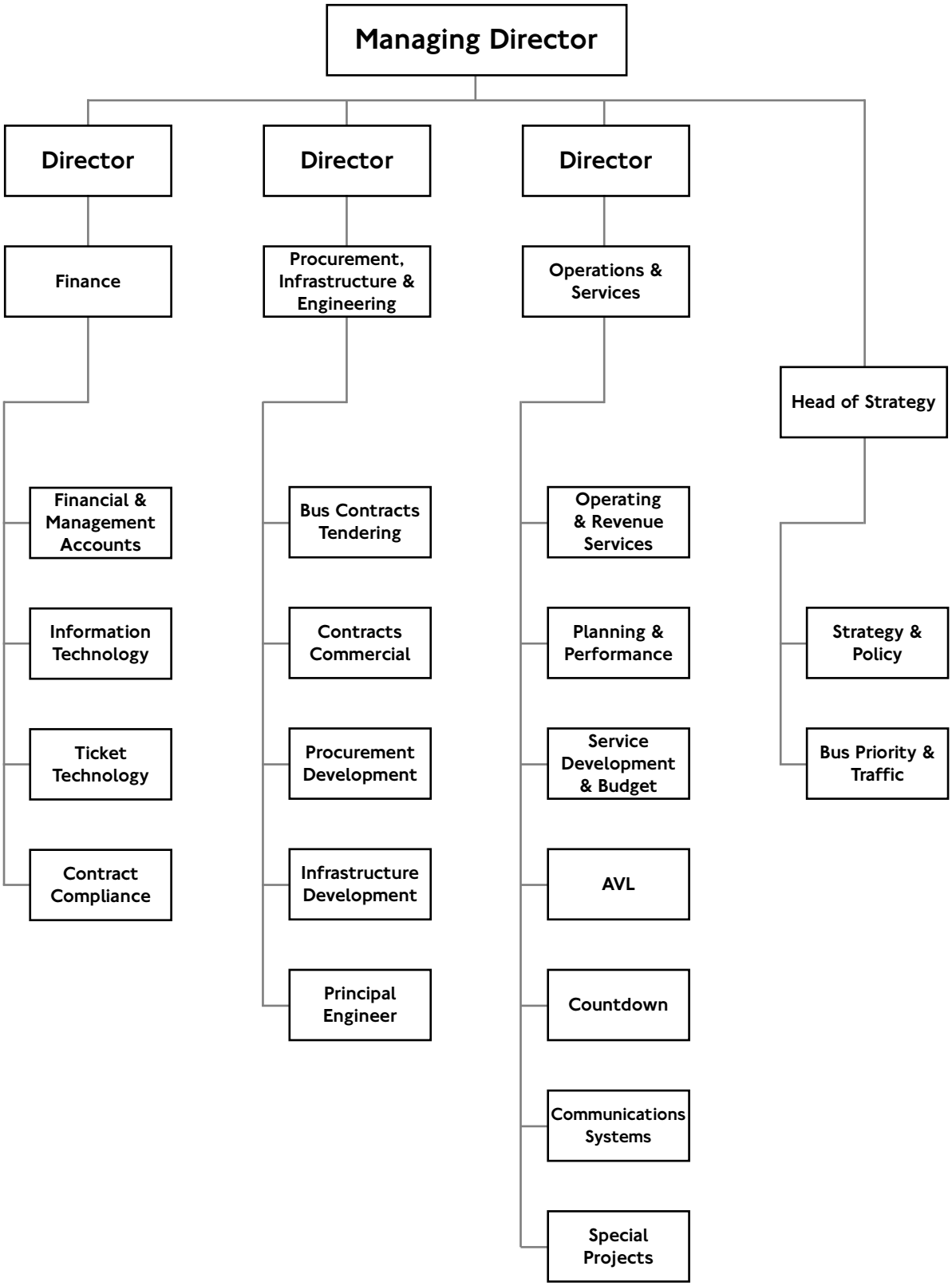
- Lower entrance and exit steps on buses.
- Brightly-coloured, non-slip, handrails and highlighted step edges which contrast with their surroundings to assist partially-sighted passengers.
- 'Stopping' signs on buses, which illuminate when the bell has been rung by passengers wishing to alight.
- Fitting of audible warning signals to indicate that the bus doors are closing.
- Testing of automated digitised-speech announcements of bus stops.

3.9 The London Regional Passengers' Committee (LRPC)

The London Regional Passengers' Committee is an independent statutory body established under the London Regional Transport ACT 1984. The LRPC represents the interests of the users of bus and rail services in London. It makes recommendations, as appropriate, to London Transport, the Rail Regulator, Railtrack, bus and rail operators, Government and the Central Rail Users' Consultative Committee.

London Transport is required by law to consult the LRPC regarding proposed changes to bus services, fares levels and the preparation of its three-yearly Statement of Strategy. In practice, however the Committee is consulted by LT on the broad range of its policies and issues, including all significant service changes (bus and Underground), new vehicle designs etc. The committee can also raise for comment or explanation issues in which it has itself instigated an interest and will also pursue matters on behalf of individual passengers.

Organisational structure January 1999



4 Background to London Transport Buses' contract development

4.1 Introduction of competition and Gross Cost Contracts.

In the 1980s London Transport operated all bus services in London via London Buses Limited a wholly owned subsidiary of London Transport. In the mid 1980s bus services in the UK were deregulated, but the then UK Government decided to retain regulation in London and introduce competition. A unit of London Transport called the Tendered Bus Division (TBD) was set up and began tendering bus routes on a gross cost basis. Under these gross cost contracts London Transport paid the operator the cost of operating each route including overhead and profit. All revenue was paid to, or retained by, London Transport.

Competition was among the private bus companies and subsidiary companies of London Buses Limited.

At this time the proportion of scheduled mileage actually operated was unsatisfactory, so the contracts contained an 'incentive' that only mileage operated would be paid for, unless the reason for mileage being lost was outside the reasonable control of the operator. There were also provisions in the contracts to allow formal action or termination for poor performance. The contracts also contained requirements relating to punctuality and safety but these did not have any financial incentive associated with them (these are detailed more fully in section 6 - Quality). These gross cost contracts remained relatively unchanged until 1996/7, when they were revised to be consistent with the new Tendered Net Cost Contract (see section 4.2 below).

4.2 Privatisation and Net Cost Contracts

As part of UK Government policy it was decided to privatise London Buses Limited (LBL) and in preparation for this change LBL was divided into 13 subsidiary companies, each of which competed for tendered contracts. The non-tendered bus services provided by the LBL subsidiaries were funded by a 'block grant' agreement to cover the net costs etc. for all their services.

To allow privatisation to proceed it was necessary to put in place formal contracts for each route so that after privatisation a tendering programme could continue allowing all routes to be subject to competition. The Government of the day had a policy of transferring risk to the private sector so it was decided that the contracts would be on a net cost basis giving operators the revenue risk and therefore the incentive to increase quality and revenue. These net cost contracts were not subject to competition, as the routes operated by each LBL company under the block grant were allocated to them and the terms of the contracts were agreed by negotiation. The net cost contracts were therefore called 'Negotiated Net Cost Contracts'. The other provisions and incentives of the contract were very similar to the Gross Cost Contract used for tendered routes. To give the companies a reasonable 'order book' making them viable, and to produce a realistic tendering programme the negotiated contracts have varying lengths. The last contracts expire in early 2001. The LBL subsidiaries were sold to the private sector in 1994 and the Tendered Bus Division was restructured within what is now London Transport Buses (LTB).

To continue the process of transferring risk to the private sector LTB developed a Net Cost Contract that could replace the Gross Cost Contract and be competitively tendered. This was completed and introduced in 1996/7 and is known as the 'Tendered Net Cost Contract'. This new contract contains several revisions but does not essentially change the incentive mechanisms. A new Gross Cost Contract with broadly the same revisions was also produced.

4.3 Policy on contract type

LTB policy is to use the type of contract that will deliver best value for money and provide incentives to operators to deliver a higher quality service. Over the past two years, both Net and Gross Cost Contracts have been used and a flexible approach has been adopted to allow market testing of some alternative arrangements. LTB will use the experience gained during this time to develop its future contracting platform.

5 Tendering and contracts

5.1 Key features

The key features of LTB's tendering and contracts system can be summarised as:

- Contracts designed to provide incentive to operators to improve quality and increase patronage.
- Normally a five year contract duration - though this can vary from 3 to 7 years.
- Tender evaluation targeted at best value for money with quality and safety as essential features.
- Contract payments related to mileage operated.
- Comprehensive quality measurement system (currently being upgraded).

A comprehensive listing of the current route tendering programme can be found as appendix D at the back of this booklet.

5.2 European Procurement Directives

LT procurement activities are subject to the EU Utilities Directive 93/38/EEC, with which LTB complies. The Directive is principally concerned with ensuring the procedures followed allow for fair competition within the EU.

5.3 Invitations to bid

LTB operates a pre-qualification system to maintain an Approved Supplier List and routinely publishes advertisements in the Official Journal of the European Community (OJEC) seeking expressions of interest. Once a potential operator has expressed interest a pre-qualification questionnaire is issued. When an organisation completes the questionnaire a 'desk top' evaluation is completed by LTB, and where appropriate, visits and meetings will be arranged. If acceptable the potential operator is added to the Approved Supplier List for bus services. When approved the organisation will be given advance notice of all tendering opportunities, thereafter if interest in a specific tender is made known, full documents will be despatched. There is not normally a charge for tender documents.

5.4 Tendering programme

LTB has a continuous tendering programme with Invitations To Tender (ITT) issued throughout the year. The rate of tendering is currently about 22% of the LTB network each year (i.e. circa 100-120 routes) with ITTs issued every 2 to 3 weeks. The tendering programme for each financial year is issued to all approved suppliers in advance each year. An indicative 5 year programme is also issued.

5.5 Types of route tendered

Services range from small specialist mobility bus services specifically for disabled passengers, through low frequency midibus services up to high frequency 24 hour double deck routes. There are also dedicated school bus routes and rail replacement services secured on behalf of London Underground Limited.

Route size varies significantly with Peak Vehicle Requirements (PVR) ranging from 1 to 48. The frequency of service is classed as either high (5 buses per hour or more), or low (less than 5 buses per hour). Frequencies range from as high as one bus every 2-3 minutes to one return journey per day. The operating day is generally from about 0430 to 2400. Some 'nightbus' services are provided covering the period 2300 to 0430.

5.6 Types of vehicle utilised

Vehicles range from small midibuses through to large double deck buses depending on the requirements of each route. LTB is working towards a position where all of its contracted bus services are operated by vehicles running on fully refined Ultra Low Sulphur Diesel, with catalytic converters or similar environmentally friendly systems. There is also a continued move towards converting routes to operation by 'easy access' low floor buses, wherever this is viable.

5.7 Specification

Each ITT includes data relating to the route to be followed, frequency of operation, vehicle type, quality standards, etc. For Net Cost Contracts indicative revenue data is also included.

5.8 Tender information and response

All tenderers receive the same information and have the same response date. There is a standard format for supply of some information. Tenderers must submit a bid that complies with the specification but may also submit alternative bids that offer advantages to customers/LTB, e.g. alternative vehicles, different contract durations, enhanced quality standards etc.

5.9 Tender evaluation

The objective of tender evaluation is to achieve value for money within the resources available to LTB. Evaluation includes careful consideration of quality and safety matters as well as cost. Tender evaluation is led by the Procurement Department and is carried out by skilled technical and commercial staff. Recommendations for contract awards are discussed and agreed by the LTB Tender Evaluation Committee which includes the Managing Director of London Transport Buses.

During evaluation, Procurement staff may contact bidders to clarify any areas of uncertainty and on some occasions post-tender negotiations take place to ensure the best value is obtained. Unsuccessful bidders are offered a tender debrief to explain why their bid was not successful.

5.10 Contract type

LTB currently operates contracts on both Net Cost and Gross Cost bases; the type of contract is selected to secure the best value for money available. The standard duration is 5 years, although alternatives are considered. It is worth noting that LTB is continually reviewing its contract system to explore other ways of encouraging competition and improving the overall quality of source.

5.11 Net Cost Contracts

The main terms and conditions of contract are contained in a framework agreement which must be signed by each bus operator, before any award of contract. Individual agreements are then prepared for each route. It is also necessary for the operator to belong to the Off-Bus Revenue Agreement (OBRA), which sets out how off-bus revenue is allocated. This is particularly important as approximately two thirds of revenue is distributed through the Off-Bus Revenue Agreement process.

Operators submit a bid for the difference between the route revenue and the cost (including profit and overhead contribution) of providing the service. This is called the 'settlement'. The agreed cost and revenue are part of the contract so that they may be adjusted in accordance with the settlement variation process. The operator retains all cash collected on the bus and receives a share of the off-bus revenue (Travelcards, permits etc.). If the route generates more revenue than cost then the operator pays the settlement to LTB, if the route generates less revenue than cost then LTB pays the settlement to the operator. Once the settlement has been agreed it is adjusted during the contract to take account of movement in the UK Retail Price Index, fares revisions and significant service changes. If outside of these changes the route revenue rises or falls from the agreed contract level then the operator retains the benefit (extra profit) or suffers the loss (less profit).

5.12 Gross Cost Contracts

When the Gross Cost system is used, each route has a separate contract without a framework agreement. The conditions of Gross Cost Contracts and Net Cost Contracts are very similar except in the way the service is paid for. Operators submit a bid to be paid the cost of providing the service (including profit and overhead contribution). All on-bus revenue is passed to LTB by the operator and all off-bus revenue is retained by LTB. Once the price has been agreed it is adjusted during the contract to take account of movement in the UK Retail Price Index, and significant service changes. If outside of these changes the route revenue rises or falls then all the benefits or risks are borne by London Transport Buses.

5.13 Price adjustments for service reliability

On both Net and Gross Cost Contracts each contract has an agreed scheduled mileage which the operator is expected to provide in full whenever possible. If for reasons within the operator's reasonable control mileage is not operated then the contract payment is adjusted to reduce the liability of LTB. The data to support this adjustment process is supplied to LTB by the operator weekly. The overall performance of the LTB network is that just under 1% of scheduled mileage is not operated for reasons within the operator's control.

The main reasons for lost mileage which LTB considers to be under the control of the operator are:

- Staff not available.
- Bus not fit for service.
- Bus fails in service.

The main reason for mileage not operated for reasons outside of the operator's reasonable control is traffic congestion - this is paid for by LTB.

5.14 Final Route Forecasts

The Final Route Forecast (FRF) option is intended to provide a level of protection to both the operator and LTB in cases where revenue may change as a result of structural or frequency changes in the LTB network. Final Route Forecasts, which apply to Net Cost Contracts, assess the actual revenue performance of the route(s) concerned, compared to the anticipated and fleetwide performance levels.

They are mainly used when a new route is introduced or an existing route is substantially altered in a way that is expected to materially change the revenue. If the overall revenue differs significantly from the estimate generated by LTB, an adjustment is made to the contract – this could result in either an increase or decrease in the settlement agreed for the contract. The system is also applied to 'adjacent' routes, i.e. those that are likely to be materially affected by a change to a route that operates in the same area.

5.15 Minimum performance standards

The objective of bus operators must be to operate all scheduled mileage and adhere fully to the level of service shown in the published timetable. In respect of the quality of service provided, LTB sets specific minimum standards. The measurement criteria used vary according to whether the route is a designated high or low frequency operation. The standards set seek to ensure that the service provided is a 'quality' one.

Further details of the way in which minimum standards are monitored are contained in section 6.2.

5.16 EU Acquired Rights Directive

The application of Transfer of Undertakings Protection of Employees (TUPE) is not mandatory and operators must make a judgement of whether or not TUPE applies and the relevant consequences. On change of contract, staff may remain with their current employer and not transfer.

5.17 Allocation of responsibilities

The contract and tendering system places responsibilities on both LTB and operators, some of these are legal or contractual obligations, others are the present custom and practice under which all operators provide services.

LTB:

- Determines and runs the tendering programme.
- Determines the route.
- Specifies the frequency.
- Sets and monitors quality and safety standards.
- Sets vehicle capacities and minimum standards.
- Agrees the timetable and schedule prepared by the operator.
- Sets fares.
- Supplies and maintains ticket machines, (via a third party contractor).
- Manages the revenue apportionment system.

- Provides revenue data.
- Provides revenue protection at a level decided by LTB.
- Provides and maintains infrastructure e.g. bus stations, bus stops, bus stands etc.
- Provides an emergency communications facility.
- Provides staff to deal with diversions and major incidents.
- Markets the services at network level and sets corporate standards.
- Manages liaison with local authorities and other bodies.
- Invests in major network and infrastructure projects e.g. Fleetwide Automatic Vehicle Location, development of bus priority schemes.

Operators:

- Use local knowledge to make contributions to service planning.
- Develop and submit bids.
- Develop timetables, schedules and staff rotas. Timetables must be agreed by LTB.
- Provide and maintain premises and vehicles.
- Recruit, train and manage staff.
- Manage the day to day operation of routes.
- Provide data to LTB.
- Provide supervision of service to maintain quality and deal with disruption etc.
- Control use of passes on buses and collect cash revenue on buses.
- Obtain radio equipment for communication.
- Market the services locally (to agreed corporate standards).

5.18 Contract payments and revenue

LTB operates on the basis of 4 week accounting periods, with 13 periods each year which runs from April to March. Contract payments and revenue transfers are made via the Bank Automated Clearing System (BACS).

The importance of the allocation of off-bus revenue in the Net Cost Contracts is recognised by LTB and a separate agreement covering this exists. All operators of Net Cost Contracts have to become members of this agreement which is referred to as the Off-Bus Revenue Agreement (OBRA).

In London approximately 74% of patronage for each route comes from sales off the bus and about 26% of passengers pay cash on the bus.

PASS is the name given to the business area which is responsible for the sale of LT Travelcards and Bus Passes through newsagents and other local outlets. This service transferred to Transys, the new consortium that became responsible for LT's ticketing services in 1998.

Bus drivers are responsible for checking the validity of passes and permits and collecting cash for tickets sold as customers board the bus. The ticket machine collects data about these transactions on a module, this data is transferred to the LTB computer systems overnight from the garage computer supplied by LTB.

As part of OBRA there is a programme of surveys that establishes the number and type of passes and permits that are used on each route. This data is then used, together with information from the ticket machine, to determine the route's share of the revenue from tickets sold off the bus (at sales agents etc.) and from concessionary passes (such as pensioners).

In Net Cost Contracts the cash collected is retained by the operator and is immediately available to them. The off-bus revenue share is paid once every four weeks about 3 weeks after the end of each accounting period. Settlement is paid in two instalments for each 4 week period.

In Gross Cost Contracts all cash collected is paid to LTB by the operator and LTB receives the share of off-bus revenue for the route. The agreed price is paid by LTB in two instalments for each 4 week period.

Revenue protection services are currently provided by LTB free of charge to the operator.

Further details of LRT's current fares and ticketing systems are given in a factsheet which has been reproduced as appendix C.

6 Quality

6.1 Targets

The UK Secretary of State for the Environment, Transport & the Regions determines the performance standards for LTB each year.

6.2 Monitoring systems

LTB has seen a considerable increase in quality standards since the early 1990s and seeks to maintain a drive for continuous year on year improvement in the service provided to customers. To support this there are a number of performance monitoring systems operated by LTB, these are in addition to any systems operators may wish to use as part of their own management process. The data obtained from the LTB systems is normally shared with the appropriate operator. Network level data is also published for some measures.

LTB tries to avoid duplicating the monitoring systems of other UK organisations. Performance achieved in LTB systems does not remove the requirement to satisfy other statutory bodies such as the Traffic Commissioner (who is responsible for the granting of Operating Licences).

The main LTB measurements and monitoring systems are:

6.2.1 Mileage operated (exc. traffic and other non deductible losses)

This measure is used as an incentive by LTB making financial deductions on both net and gross cost contracts. It only applies to mileage that is lost for reasons reasonably within the operator's control, this mainly involves losses due to insufficient staff to cover the duty or vehicles not being mechanically fit. The achievement in this area is generally over 99% and shows a vast improvement from the position 10 years ago. Quality, of course, is not just about operating mileage. The combined performance of LTB's contracted operators in this area over the last decade is shown on page 8.

6.2.2 Mileage operated (inc. traffic and other non deductible losses)

This is the total mileage operated including all lost mileage not just the losses that are considered to be within the operator's control. This covers mileage lost due to such problems as traffic congestion, short term diversions etc. It is used as part of the assessment of an operator's ability to schedule, control and adjust services, though losses in this category are not normally subject to financial deductions. Network achievement is about 98% but the losses are highly variable depending on the nature and structure of the route. The combined performance of LTB's contracted operators in this area over the last decade is shown on page 8.

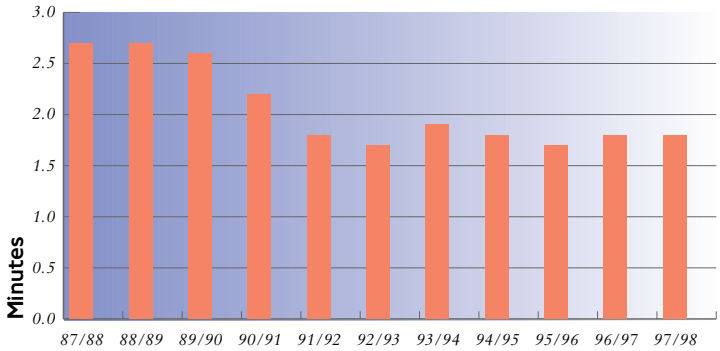
6.2.3 Regularity on high frequency services

On high frequency services i.e. 5 or more buses per hour LTB measures the interval between buses and compares it to the advertised timetable. This again forms part of the assessment of an operator's ability to schedule, control and adjust services though performance is not currently subject to financial deductions or bonuses. It is however taken into account during tender evaluation. The survey to collect this data covers approximately 3-5% of the service. This will also be affected significantly by the expansion of the Fleetwide Automatic Vehicle Location Project (see page 28).

The combined performance of LTB's contracted operators in this area over the last decade is shown overleaf.

The measure is expressed as 'Excess Wait Time' (EWT), i.e. the extra time that passengers have had to wait because the buses have not operated according to the timetabled frequency. The objective is to reduce EWT.

High frequency routes: excess wait (minutes)

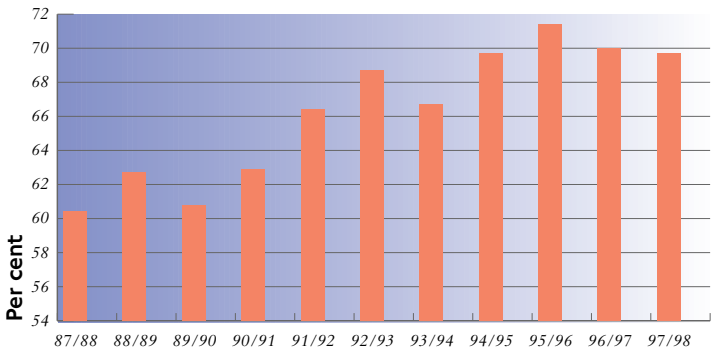


6.2.4 Punctuality on low frequency services

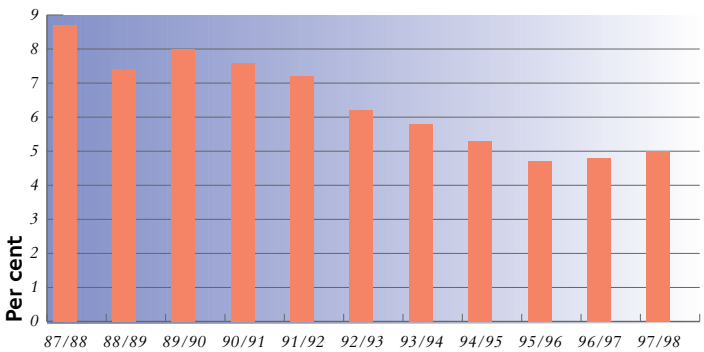
On low frequency services i.e. less than 5 buses an hour, we measure how close the departure time from the stop is to the advertised timetable. This also forms part of the assessment of an operator's ability to schedule, control and adjust services, though performance is not currently subject to financial deductions or bonuses. It is however taken into account during tender evaluation. The survey to collect this data is approximately 3-5% of the service. This will change significantly as the Fleetwide Automatic Vehicle Location Project is expanded (see page 28).

The combined performance of LTB's contracted operators in this area over the last decade is shown in the graphs below.

Low frequency routes: departing on time (%)



Low frequency routes: departing early (%)



6.2.5 Customer Satisfaction Survey (CSS)

CSS is not currently used for incentive purposes but is an important measure in assessing the customer's perception of overall performance. The MTS surveys, (see section 6.2.6) provide actionable data to support the CSS data. The measure of 'customer satisfaction' until recently has been obtained from the London Transport Household Survey via interviews carried out in the home, with people living within Greater London. This was replaced in 1997/98 by a new Customer Satisfaction Survey in which passengers are interviewed about their journey as they alight from a bus. Individual ratings are collected for 20 service features and they are then grouped to give results in 6 broad service areas:

- Cleanliness.
- Condition of the bus/bus stop etc.
- Information.
- Staff.
- Service.
- Personal Safety.

As the survey is based on customer perception it does not relate directly to specific numerical targets in the contract but is related to the general requirements of the contract e.g. compliance with the London Bus Passengers' Charter.

The new survey is designed to provide robust data at network and operator level with approximately 36,000 interviews each year.

6.2.6 Mystery Traveller Survey (MTS)

Although not currently used for incentive purposes, MTS is likely to become part of a future scheme. It replaced a previous survey in 1996/97 and is carried out by trained market research staff. Approximately 150 service features are covered by the survey and these can be broken down into broadly the same service areas as the CSS (excluding personal safety). MTS also provides detailed data on the operators' compliance with some contractual obligations. There are approximately 24,000 surveys each year.

6.2.7 Public correspondence data

All communications received from the public are recorded and data is supplied to the Customer Service Centre by operators and LTB departments.

Reports can be produced detailing routes/operators and reasons for correspondence.

6.2.8 Contract compliance audits

One further means by which LTB reviews the effectiveness of its operators is by means of a continuous programme of Contract Compliance Audits. These involve an LTB 'Auditor' visiting the operator's premises and reviewing its administration of such aspects as drivers' hours, control of free-issue equipment, lost mileage and revenue receipts.

6.3 Sanctions and remedies

The performance levels achieved by out-contracted bus operators are regularly reviewed by London Transport Buses' senior management. Any aspect of unsatisfactory performance which is identified, will be discussed in the first instance with the operator's local level management. Such aspects may also be raised at the regular Business Review Meetings which are held at Director level with each operator. The operator's management may be required to produce and implement an action plan in respect of any unresolved performance issues.

If the problems persist, there is a facility within the contracts for the issue of Formal Warnings to the operators of those contracts which are continually providing an unacceptable level of performance. These are used as a method of incentivising the operator to improve performance to a level acceptable to LTB, i.e. to at least the minimum standards stipulated by the contract.

LTB seeks to work with the individual operators, in order to resolve performance and service quality issues, wherever possible assisting them in ensuring that the required service and performance levels are provided. However LTB has the right to terminate any contract which consistently performs at a level which LTB considers to be unsatisfactory.

7 Safety

7.1 Safety, engineering and environment

A range of data is used by LTB as part of the assessment of an operator's ability to provide a safe service and failure can result in the loss of a contract. Unsatisfactory performance can lead to failure to win new contracts. The incentive is not directly related to payments/deductions due to the importance of avoiding the suggestion that safety of operation is in any way a negotiable trade off against cost.

There are a number of means of collecting data on these aspects of operator performance but they are generally not related to the 'front line' experience of passengers, but at gaining an insight into an operator's standards.

7.2 Freight Transport Association engineering inspections

These inspections involve 5-10% of the vehicle fleet being inspected and garage records and procedures checked. Key indicators are the rates of immediate and delayed prohibition type defects identified. London Transport Buses sets internal targets for these.

7.3 Vehicle Inspection Monitoring System (VIMS)

VIMS collates data regarding operator performance at Vehicle Inspectorate Executive Agency (VIEA) vehicle spot checks (this is a UK government agency). All data is supplied by operators. Key indicators are the rate of issue of immediate and delayed prohibition notices. LTB does not have internal targets for these but they are a valuable source of information. It must be noted that the VIEA inspection programme is totally independent of LTB and may not give even coverage of the network. The system also collects data on the pass rate achieved by each operator when vehicles are submitted for their annual test.

7.4 Driver quality monitoring

LTB has a contract with the Driving Standards Agency (a UK government agency) to carry out surveys of the standard of driving on LTB services and provide a professional assessment. This survey was introduced in 1996. Key indicators are the number of code 3 and 4 (unacceptable) drivers. Survey size is relatively small at about 3,000 pa, but does give an indication of serious issues that enables action by operators.

7.5 Accident Incident Collection System (AICS)

AICS collates data regarding all in service accidents and incidents. Data is input by operators.
This information is not used for incentive arrangements.

8 Environment

8.1 London Transport Buses and the environment

Environmental issues are of increasing concern in London, with much of this debate being focused on transport. London Transport's main contribution to the protection of the environment is its role in providing, or arranging, the comprehensive and safe provision of an efficient public transport network in Greater London. LTB aims to make an increased contribution to environmental improvements by raising further the quality of bus services, and by promoting greater use of buses and awareness of their environmental benefits. LTB also recognises that its own operations can have an environmental impact and fully accepts its obligation to reduce that impact.

London Transport environmental policy sets out the need for improving the quality and effectiveness of its services. LTB works with London Transport to implement in detail agreed environmental policies in all its activities. These policies comply with the relevant environmental legislation.

8.2 Emissions

LTB has supported an extensive testing programme to evaluate the effects of using ultra Low Sulphur Diesel Fuel and fitting oxidising catalysts and particulate traps to a range of vehicles. This has involved tests at the Millbrook Proving Ground and trial operation with bus operators.

LTB encourages bidders to submit proposals that include positive environmental measures and promotes the use of fully refined Ultra Low Sulphur Diesel, which tests have shown can meet or exceed the performance of alternative fuels.

Operators are required to test the level of visible smoke emissions from their vehicles using a meter approved by the UK Department of Transport. The results of these tests must be supplied to LTB at 6 monthly intervals.

9 Current and future initiatives

9.1 Introduction

London Transport Buses is continuously looking at ways in which its systems and methods of working can be improved, both in terms of measures which make sound business sense, as well as those which seek to provide a better service to London's travelling public. Some of these initiatives are listed below.

9.2 Bus priority measures

Over the next few years, a dramatic improvement in bus services is planned, with buses being given priority in reserved lanes on many roads throughout the capital. This development is being progressed through two initiatives, the London Bus Priority Network in association with the London boroughs, and the Priority (Red) Route Network under the auspices of the Traffic Director for London. Bus lanes and other bus priority measures, such as bus activated traffic-lights, give preference to buses over other forms of road transport.

9.3 21st Century ticketing - The PRESTIGE Project

The PRESTIGE project, which is funded as a PFI, will provide benefits to both passengers and the transport operators, including the many bus operators who operate services under contract to LTB. This project will support new multi-modal ticketing products for use throughout London. It is the intention that the system will simplify current ticketing arrangements, thereby making usage of public transport more attractive to the users (current and potential).

This initiative will also provide valuable information about customers and their travel patterns. It will enable the planners of LTB's services to remain in possession of current travel/modal trends, which in turn will mean that LTB can adapt to changes in demand much quicker than has previously been the case.

The PRESTIGE project will provide for the introduction of new 'state of the art' Electronic Ticketing Machines, for use on LTB contracted services.

PRESTIGE will reduce the opportunities for fraud, and offer greater flexibility for adapting or introducing fares and ticketing policies (for details of current systems, please refer to the factsheet entitled 'Fares and tickets' which is shown as appendix C).

It is envisaged that ultimately the aims of the project will best be served by means of contactless smartcard technology. This type of technology has been trialled in the Harrow area of North West London and to a lesser scale in the Walthamstow area, in order to ascertain the passenger and operator benefits of the scheme. As a result a number of valuable lessons were learned which will be incorporated into the final scheme.

9.4 Automatic Vehicle Location (AVL)

AVL is being installed on a phased basis on all buses which are used to operate contracted bus services for LTB. The AVL system is based on roadside microwave beacons and a receiver/modem on each bus which also records the distance from the last beacon using the bus odometer. This information is then sent by the bus every 30 seconds to a central computer to provide real-time information. It is also downloaded at a special beacon when the bus arrives back in the garage to allow performance analysis.

The benefits from AVL will be used in a number of ways:

- To monitor and report performance against contract requirements.
- To give real-time information for more immediate service control .
- To give real-time information for signs at 'Countdown' bus stops.
- To assist the design of realistic schedules.

9.5 Countdown

Countdown is a real-time passenger information system that tells passengers when they can expect the next bus to arrive and gives details of the following buses. Countdown draws its up to the minute information from AVL roadside beacons (see section 9.4 above).

Countdown removes one of the principal deterrents to bus travel - uncertainty of waiting time. It is envisaged that most of the major bus stops throughout London will be fitted with Countdown displays. As well as providing details of the buses expected, the system can also be used by Service Controllers to display special messages regarding for example, traffic delays.

9.6 Quality incentives for bus operators

LTB is looking at how to create greater incentives to contractors to provide a consistently higher quality of service to the travelling public. This would be achieved by encouraging the good operators to maintain their levels of service whilst encouraging the less effective ones to improve.

9.7 Quality partnerships

LTB is 'teaming up' with various London boroughs in order to investigate ways in which the boroughs can facilitate the Government's stated intention of encouraging more people out of their cars and onto public transport. This 'Partnership' involves LTB, the boroughs and the operators to work together in investigating and implementing improvements to bus journeys and in return for the boroughs' investment in such schemes, LTB and its operators will concentrate even more efforts in to operating services more efficiently and with a higher quality emphasis.

The intended benefits of these partnerships are given below:

- Better reliability and speed of bus services.
- Improved passenger information such as Countdown and 'next-stop' signs on board the buses.
- Reduced vehicle emissions due to quicker journeys and or 'cleaner' fuels.
- More and better equipped bus shelters.
- Low floor buses and/or new buses.
- New local services to areas remote from existing services.
- Service enhancements where significant runtime savings have been achieved.
- NVQ and/or customer care courses for drivers and conductors.
- Joint local promotion, and potential linking with all authorities, to create Londonwide awareness and promotional campaigns.
- New and improved bus priority measures.

9.8 The Charter

This is a joint initiative between the bus operators and LTB, which came in to effect in November 1997.

The Charter seeks to provide a framework for a structured 'joint' problem solving arena, creating an opportunity for exploiting areas of mutual benefit to the respective businesses. In doing so it provides commitments on effective two-way communication flows between the organisations to enable the parties to maximise the potential in their relationship.

The Charter is designed to be equally appropriate for both large and small operators, and is designed to work hand in hand with the formal contracts which are in place for the operation of bus services - serving to enhance the fundamental principles of the tendering process.

The Charter also recognises that LTB has a multi functional role with its operators, acting as Bus Transport Authority, client and service provider.

Appendix A: Strategies and objectives

The over-riding objective of LT Buses is to secure a safe, reliable, attractive and efficient bus service for London, which provides value for money and seeks to maximise transport benefits within financial constraints.

Key sub-objectives to this are:

- By maximising passenger benefits and increasing passenger satisfaction, attract more people - particularly car users - to use buses.
- Raising all aspects of the quality of bus and supporting services, and meeting targets for service quality.
- Working with all public transport providers to offer attractive multi-modal travel options.
- Providing an increasingly safe and environmentally attractive bus service.
- Positively promoting the vital role of the bus to London's economic and social well-being.
- Sustaining fair and effective competition for the supply of bus services and involving the private sector where appropriate to maximise value for money.
- Meeting all financial targets.

These objectives will be achieved through broad ranging strategies and initiatives. To raise the attractiveness of buses, across the board improvements are needed and the strategies reflect this.

Key strategies to support the objectives are:

- Matching services to demand through ongoing attention to services development.
- Continuing to provide a comprehensive, frequent bus network.
- Improving punctuality and reliability.
- Pressing for traffic management and other wider transport and traffic policies which favour the bus and will improve the environment.
- Raising the quality of the bus journey with, in particular, improved driver standards and customer care and ongoing modernisation of the bus fleet.
- Improving the passenger infrastructure, with new and enhanced bus shelters, stops and bus stations.
- Improving passenger information to make the system easier to use.
- Providing a range of tickets which offer passengers value for money while maintaining simplicity.
- Developing contractual relationships as necessary to ensure services are procured cost-effectively while fostering positive partnerships with operators to develop the bus network.

Appendix B: A Vision for Buses

Introduction

London Transport Buses sets out in this document its vision for the future development of London's bus services. This vision seeks to be ambitious in providing faster, more reliable and generally better quality bus services while, at the same time, recognising the environment within which it has to function.

In recent years, London's bus services have been a success story, developing a steady increase in the passengers carried every year since 1993, providing more bus services than any year since the 1960s and serving more areas of the capital than ever before. This document sets out how this success can be built on to provide London with the quality of bus service worthy of the capital city by developing it in ways that meet the needs and aspirations of passengers and of those who need to travel in London.

To all of these people, it is obvious that there are ever-increasing pressures upon the capital's transport network as a whole to which long term solutions must be found. The improvement of London's bus network offers the most immediate cost-effective and flexible part of that solution. It is in this light that LT Buses has developed a number of key objectives which, if achieved, will realise a sustainable vision for an attractive bus network for London which forms part of an integrated public transport network which our customers can depend on.

An essential part of achieving this LT Buses' vision is the continued development of partnerships with the highway and traffic enforcement agencies and with bus operators. The second part of this document highlights the key issues to be addressed if the vision is to be turned into reality and discusses how the various elements of the partnerships can ensure this happens.

The key themes of the vision are:

From LT Buses and the operators

- Improvements targeted to meet customer requirements.
- Development of a simple frequent and reliable network.
- Improved accessibility at the stop, boarding the bus and within the bus.
- Continued introduction of new vehicles and new technology.

From LTB and its public sector partners

- A partnering approach to tackle the difficulties of traffic congestion, the scope and enforcement of bus priorities and public policy matters.
- The conclusion that solving these difficulties can deliver up to 25% increases in services in key corridors for broadly current costs.

What is London Transport Buses' vision?

The over-riding objective for LT Buses is to secure a safe, reliable, attractive and efficient bus service for London which provides value for money and seeks to maximise transport benefits within financial constraints. But what does that actually mean to the bus passenger in London?

It's about giving good customer service

Our passengers use the services in massive numbers, pay for its operation and it is to meet their needs that we aim continuously for higher standards. Government, our shareholder, sets increasingly demanding standards for our services.

Based on the new Customer Satisfaction and Mystery Traveller programmes, we will focus on specific customer service issues by area and route to improve customer care, the vehicle environment and information to benefit those who use our services now and who wish to use them in the future.

It's about a service you can rely on

LT Buses is committed to making bus services simple, frequent and reliable. The key to improved reliability depends on ensuring that buses are given the priority which reflects their ability to move large numbers of people while using minimal road space. In addition to bus priority measures, LT Buses will continue to invest in new technology such as Automatic Vehicle Location as part of its strategy to improve service reliability. By the millennium all buses will have this technology.

It's about providing an extensive, integrated network

Buses offer a 24 hours a day, 7 days a week operation. Approximately 5500 buses run on 813 routes, carrying nearly 3.5 million passengers per day. Over the past three years, usage of buses in London has increased by 11% and is continuing to rise (in contrast to the situation elsewhere in the UK). Bus services in London already form one of the most extensive public transport networks in the world with the vast majority of London's residents living or working within five minutes of a bus service.

LT Buses intends to reduce the average waiting time for the next bus by at least 10% over the coming years through a combination of increased service levels and improved reliability of existing services.

It's about taking people where and when they want to go

LT Buses' vision is to continue to provide a comprehensive network which provides direct, frequent links to major centres and, complements London's extensive rail network to provide seamless journeys by all public transport modes, and where a change of bus or route is unavoidable, to provide simple convenient interchange.

LT Buses will remain responsive to the changing travel patterns of Londoners if London's bus network is to serve them effectively. Almost 250 service changes took place last year, to meet the needs of an ever changing market place, with a number of new Sunday services introduced to meet new demands which have resulted from the Sunday Shopping Act. LT Buses is committed to improving the existing close co-operation with bus operators, London's businesses, local authorities and, of course, passengers themselves to understand the requirements of local communities.

It's about a comfortable, accessible journey

In order to provide the most flexible and accessible service possible to meet the varying needs of different areas of London, LT Buses will continue to work with the operators to evaluate the specific requirements of each route in order to ensure the most appropriate and effective choice of vehicles.

Routemasters, midibuses, single and double deck buses will all continue to play their part but there is an ongoing commitment to improve accessibility for passengers on, off and within buses. To achieve this, buses which offer such improvements - low floor buses in particular - will be actively encouraged through LT Buses' contract tendering process and will become an ever more prominent feature on London's roads over the next few years. Almost 1000 low floor buses will be in service by the year 2000. LTB is committed to anticipate the forthcoming requirements of the Disability Discrimination Act.

In the wider context, both LT Buses and the bus operating industry will continue to make an active contribution to the development of vehicle design, both to provide more accessible and comfortable buses and to allow faster boarding of buses which will, in turn, provide faster journeys for passengers.

It's about making a contribution to improving the environment

Concern over London's air quality grows by the day and the public call to find ways to relieve the problem grows ever louder. The solution however will require the commitment and co-operation of all who live and work in London. Bus travel is, by its very nature, a more environmentally friendly alternative to the private car but, for its part, London Transport Buses is keen to improve the environmental performance of London's bus fleet yet further.

LT Buses will continue to introduce a large number of new buses, complying with the new stringent exhaust emission standards and convert the remaining vehicles to use ultra low sulphur fuel and other environmental aids.

It's about a network that is quick and easy to use

Time is of critical importance to bus passengers and therefore ways of streamlining bus operations - particularly ways of improving boarding times - is an important priority of LT Buses and operators alike. Major new ticketing initiatives are being developed which could remove the need for the driver to check and issue tickets, significantly reducing the journey times of nearly all passengers on London's buses.

LT Buses continues to work hard to enhance the quality and availability of passenger information and a key aspect of this improvement is the ongoing installation of real time information at bus stops: 'Countdown'. LT Buses' vision is to drive ahead this programme with a view to facilities being available across the whole of London within 10 years or sooner if funds allow.

It's about a network that is safe and secure

Bus passengers spend a significant part of their total journey time waiting for buses and they should be able to wait in reasonable comfort and security. LT Buses aims to build on the progress that has been made over the last few years to improve the waiting environment for passengers through the upgrading of bus shelters and stops.

Facing the difficulties: a partnership approach

LT Buses vision is crucially dependent on its ability to work alongside other parties to deliver better public transport services. Government, the highway authorities, enforcement agencies, bus operators, business, passengers and our own staff will be our partners to resolve the difficulties that confront us in achieving this vision.

Public policy

LT Buses, as part of its statutory duties is required to work within the financial targets set for it by Government. However, given some flexibility in these targets and the active co-operation of the traffic authorities, improvements in reliability, comfort, accessibility and areas served can all be delivered in a cost-effective and environmentally friendly way. London Transport will be working with Government to consider other measures that could be developed to promote the use of public transport. The priority amongst these is the decriminalisation of parking and certain moving vehicle offences to allow boroughs to carry out their own enforcement of bus priority measures.

Traffic congestion

The capital's congestion problems are estimated to cost bus passengers £100 million per annum in lost time and about the same amount for LT Buses in extra operating costs and lost revenue. Average traffic speeds in central London are just under 11 mph and predictions are that the situation will deteriorate further if not addressed as a matter of some urgency. This is the over-riding obstacle that needs to be addressed throughout the capital if the bus network is to offer an attractive transport solution for London. LT Buses looks to a partnership with highway authorities to address these problems. If this partnership works successfully, there is little doubt that the potential of the bus would be unleashed. LT Buses and the operators have concluded that up to a 25% increase in services could be delivered along key corridors by the same number of buses and staff if continuous bus priority measures were available.

Partnership with highway authorities

The London Bus Priority Network (LBPN) is one proven way of combating the problem of traffic congestion delaying buses. Since its launch a number of schemes have been implemented in key London 'pinch points' and these have allowed buses to complete journeys more quickly and reliably. There is a general consensus among LT Buses, bus operators and local government that LBPN can make a difference. However, if maximum benefit from this £80 million London wide scheme is to be realised, the phasing of implementation should be speeded up from its current completion date of 2003. This would enable priorities along the complete length of some bus routes to be in place by 2000.

Further reductions in journey times and delays would be achieved if:

- London wide traffic reduction targets were created and implemented on key corridors.
- The Traffic Director for London and boroughs increased the level of priority afforded to buses.
- Local authorities considered the development of bus priority measures on secondary roads, (i.e. those not included in the LBPN or Red Routes Network).
- Bus priority at all traffic signals in London were introduced.

LT Buses will work jointly with the traffic authorities to produce clear traffic guidance material which highlights best practice for bus related traffic engineering and regulations. This will include measures aimed at making boarding and alighting easier, such as bus stop clearways and the provision of special 'Kassel' kerbs, which allow buses to pull up closer to bus stops. All of these measures could also be of particular interest and benefit to towns and cities in other parts of the country.

Partnership with enforcement agencies

Though the effectiveness of LBPN has been proven, sustaining these improvements is heavily dependent upon the ability of London's traffic enforcement agencies to ensure that bus lanes flow freely. This is a growing problem as the enforcement agencies' resources are scarce and motorists are less inclined to honour bus priority measures. This threatens the long term success of LBPN and Red Route Networks and more generally will negate other initiatives to keep London's roads flowing easily.

LT Buses will press for more rigorous enforcement of bus priorities and all bus stops by appropriate methods, including more intensive warden control, camera enforcement, stricter stopping regulations and more severe penalties for offenders.

Partnership with bus operators

LT Buses and bus operators are committed to re-investing resources made available from improved bus priorities back into the bus network, supported by investment in new vehicles, improved customer services and better customer information.

Bus driving is a job becoming ever more stressful as London's roads get busier and more congested. Operators are planning new initiatives to encourage and retain good quality staff, but improvement of the vehicles, the boarding and ticketing systems, and most importantly, the environment in which drivers work will make the necessary contributions to ensuring that the expanding network can be operated successfully.

LT Buses will continue to encourage new and existing operators to expand their involvement in this growing market, and will investigate long term quality partnership arrangements which will mean reviewing the existing contractual framework.

Conclusion

LTB is convinced that all the building blocks are in place to create a first class bus service for London. In the short to medium term, demonstration projects will set the scene for bus services in the decade beyond the millennium which will make people think twice before they instinctively choose to travel by car. With the help of our partners many of the bus priority and enforcement schemes can be implemented quickly creating quality bus corridors, thereby improving the London environment and creating the opportunity for additional services to be funded from new revenues.

We commend this vision to our partners and look forward to working with them to deliver it to London.

Appendix C: Fares and tickets

Setting the scene

Although public transport services in London have been operating for over 160 years, it is only comparatively recently that the basis for charging fares on London Transport has undergone a radical change. In place of the traditional British practice of relating the cost of a journey closely to the distance travelled, requiring a multiplicity of individual fares, London Transport's bus and Underground systems have since 1983 had a zonal fares structure. Zonally-based multi-journey Travelcards are valid on all modes of public transport in Greater London (with cheaper bus-only options). However for rail journeys including travel on other train services in Greater London, ordinary single and day-return tickets are still charged on a non-zonal basis.

Two factors stimulated the development of Travelcards and Bus Passes. In the first place, the need for faster access at stops to driver-only buses made the introduction of simplified fares and pre-paid multi-journey tickets desirable. The availability of externally-funded revenue support at that time made it possible for LT to propose changing to a zonally-based system. The crucial factor in securing universal public acceptance for this change was the simultaneous reduction in the cost of most journeys - at worst, some fares remained unchanged - thereby ensuring that no individual passenger was disadvantaged by the switch to the zonal fares structure.

Travelcard/Bus Pass

Travelcards were launched in May 1983, since when the fares system has been based on concentric zones for Underground travel. Until January 1989, the three outer of the five Travelcard zones were designated as a single zone for bus passengers (making three bus zones in total). In 1990, Zone 3 became a separate bus zone, but Zones 4 and 5 continued to be charged as one zone on the buses, making four bus zones in all. In 1991, a new Zone 6 was introduced for rail travel in those areas of Greater London roundly five km (three miles) or more from the boundary of Zones 4 and 5. This development did not affect bus travel, with existing Zones 4 and 5 and the new Zone 6 being designated as a single zone.

The Travelcard/Bus Pass has greatly simplified bus and rail travel in London. The weekly version is priced broadly in relation to five return journeys, and longer validity Travelcards/Bus Passes are issued at discounted rates for any period from one month to one year. Regular passengers have been attracted by the benefits of a zonally based ticket which, in addition to work journeys, also provides travel at other times at no extra cost. The full range of Travelcards, including annual Travelcard Season Tickets, may be purchased at London Underground stations and at National Rail stations in London. The full range of Bus Passes is also available from London Underground stations. One Day, Weekly and Monthly Bus Passes and Travelcards may be also purchased at PASS (Pass Agents Sales Service) outlets, a wide network of over 2,000 local newsagents and other shops which act as agents for London Transport, as well as at London Transport Travel Information Centres (and also at the bus garages in north and east London managed by Arriva London North).

Recent fares developments

The principal initiative since the introduction of Travelcards was the Capitalcard, which from 1985 additionally gave holders access to the (then) British Rail services in Greater London. The major feature of the 1989 fares revision was the merger of the Travelcard and the Capitalcard, under the Travelcard name. Travelcard holders now have the freedom of bus, Underground, National Rail and Docklands Light Railway travel within the chosen zones of validity. London Transport is always looking at new ticketing initiatives to meet passengers' requirements, as well as using the pricing mechanism to encourage the purchase in advance of multi-journey travel. In addition to Bus Passes, at cheaper rates than Travelcards, for those passengers not requiring rail travel, the demand from part-time workers - who perceive no benefit from acquiring a weekly ticket - for an all-day one-day ticket on LT services was met by the introduction in 1991 of the LT Card. In 1996, London Underground introduced a carnet of ten central area Zone 1 tickets, which currently offers a £4.00 discount over the full price as well as the convenience of not having to obtain a ticket for each journey.

The leisure market has not been overlooked, with a wide range of off-peak one day tickets at attractive prices. One Day Travelcards are not valid for travel in the morning peak period on Mondays to Fridays, nor can they, One Day LT Cards or One Day Bus Passes be used on Night Bus services. This range of tickets was expanded in 1996 with the introduction of Weekend and Family Travelcards. The Weekend version offers Saturday and Sunday travel (or two consecutive days of travel when a public holiday precedes or follows a weekend) at a 25% discount over the cost of two One Day Travelcards. The Family Travelcard, available every day, is available when one or two adults are accompanied by up to four children, with a 20% discount for the adults and children travelling for only 60 pence.

The youth/student market has also recently been catered for. 16-17 year olds, also 18-24 year old full-time students from participating educational institutes, can now purchase monthly and longer period Bus Passes and LT Cards at approximately one-third discount.

Looking ahead

London Transport has adjusted its fares each year (usually in January), with increases up to 1987 broadly in line with the prevailing rate of inflation. Since 1988, fares levels have generally been increased by more than the Retail Price Index. In January 1999, the overall change was roundly 4.5%.

London Transport published a Fares Policy Statement in December 1991 which indicated its intention to set charges in the years ahead to reflect the operational and capital costs of travel but at a level which passengers could regard as fair and reasonable. Overall, London Transport believes that there is a case for annual fares increases slightly in excess of the prevailing rate of inflation.

Smartcard

The way ahead may well be the contactless electronic Smartcard. This ticket, which is similar to a credit card in size, does not need to be fed through a machine or shown to the driver, but merely has to be passed close to a small transmitter. A micro-chip implanted inside the Smartcard is activated into conveying information by a radio link to this transmitter, thereby indicating that the ticket is valid. The cost of the passenger's journey is debited simultaneously.

A local trial, featuring initially date-limited multi-journey tickets supported by a smart photocard, was held in the Harrow area of north west London involving almost 200 buses on 19 routes. This experiment was the widest application yet seen of this technology on buses.

A stored value Smartcard, known as a Farecard and functioning in a similar way to a Phonecard except that it is rechargable, was tested out in the second stage of the Harrow experiment. In this stored value guise, a Farecard can be kept indefinitely by being topped up whenever its value runs low. During the Harrow experiment, the Farecard cost £10.00, but could be recharged with £6.00 worth of bus travel for only £5.00. Another benefit of the Farecard is that there is no wasted value, as can happen with a time-limited ticket like a Bus Pass, making it attractive to irregular users.

For bus passengers, Smartcard offers a number of advantages, including greater convenience especially for those with disabilities or travelling with luggage or young children, discounts for Farecard users and immediate cancellation in the case of lost tickets. For bus operators, the potential benefits of the Smartcard are better information about individual journeys which will help in service planning, a reduction in fraudulent travel, faster boarding times because of the speed of card verification and more precise apportionment of revenue from multi-journey tickets to the individual companies.

The next stage will be an investigation of how to extend this or a similar technology to the rest of the London Transport bus system and to the London Underground and even to other rail operators in London. This project is known as PRESTIGE.

Concessionary fares

Children under the age of five (on the buses, a maximum of two accompanying a fare-paying passenger) are carried free. There are cheaper fares for those aged five to 15, which on the buses involves a flat fare of 40 pence for any distance. 14 and 15 year olds need to have a photocard to qualify for cheaper fares.

The employment agency recently introduced a New Deal photocard, valid for a maximum of 3 months, that enables the holder to travel/purchase child rate tickets.

The London boroughs arrange (and pay for) free travel by elderly and disabled residents of Greater London. The only restriction (which does not apply to holders of a Registered Blind Persons' Card) on the use of these concessionary permits is before 0900 on Mondays to Fridays.

Fraudulent travel and penalty fares

LT has estimated that as much as £36 million could be lost each year because of passengers who either pay no fare or who contrive to pay less than the proper fare. LT's particular concern at these losses arises from the penalty they impose on the honest majority of passengers who consequently pay higher fares than they need. Photocards were progressively introduced between 1978 and 1983 to help combat fraudulent use of weekly or longer period Travelcards, Bus Passes and concessionary permits.

A highly successful development in the campaign to contain the level of fraudulent travel has been the introduction at all Underground stations of automatic ticket issuing machines which give change, and the installation of automatic ticket checking and validating gates at central London stations. The 80 per cent of Underground passengers whose journeys start and/or finish in the central area (Travelcard Zone 1) now have their tickets read and marked electronically to prevent any subsequent misuse. These gates are now additionally being introduced at all suburban Underground stations and some National Rail stations.

Like their colleagues on Underground trains, inspectors on the buses are able, through the use of hand-held computers, to detect tickets which they suspect are being misused. Since April 1994, passengers on the London Underground not possessing a valid ticket have been liable for a £10 Penalty Fare. At the same time, routine ticket checking at Underground stations outside the central area has been replaced by enhanced inspection on trains. £5 Penalty Fares were introduced on LT Buses in April 1995.

Fares on London Transport services outside Greater London

The zonal fares system covers Greater London only. Fare scales on LT bus services in the counties around London are calculated on the basis of the distance travelled. On the Underground, fares outside Greater London are determined by LT on a sectional basis, similar to the zonal structure within London. From January 1997, stations beyond the Greater London boundary on the Central line to Epping have been equated with Zone 6, and the same concession has been applied to Moor Park on the Metropolitan line.

Appendix D: Bus tendering programme 1999/2000

Tranche	Route	Terminal points	ITT issue	Tender return	Award date	Start date*
80	**3**	Crystal Palace - Oxford Circus	29 Jan 99	22 Mar 99	May 99	Feb 00
	89	Lewisham - Slade Green	29 Jan 99	22 Mar 99	May 99	Feb 00
	122	Plumstead - Crystal Palace	29 Jan 99	22 Mar 99	May 99	Feb 00
	N3	Chislehurst - Marble Arch	29 Jan 99	22 Mar 99	May 99	Feb 00
	353	Ramsden Estate - Forestdale	29 Jan 99	22 Mar 99	May 99	Nov 99
	354	Croydon - Addington Village	29 Jan 99	22 Mar 99	May 99	Nov 99
	654	Selsdon - Orpington	29 Jan 99	22 Mar 99	May 99	Nov 99
	457/467	New Addington locals	29 Jan 99	22 Mar 99	May 99	Nov 99
	464	Tatsfield - New Addington	29 Jan 99	22 Mar 99	May 99	Nov 99
81	**W9**	Chase Farm Hospital - Enfield - Southgate	15 Jan 99	8 Mar 99	Apr 99	Feb 00
	W10	Crews Hill - Enfield	15 Jan 99	8 Mar 99	Apr 99	Feb 00
82	**726**	Bromley - Heathrow Airport	29 Jan 99	29 Mar 99	May 99	Mar 00
	861	Southwark/Wandsworth mobility network	29 Jan 99	29 Mar 99	May 99	Jan 00
	911	Croydon mobility network	29 Jan 99	29 Mar 99	May 99	Apr 00
83	**58**	Walthamstow - Leyton - East Ham	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	101	North Woolwich - East Ham - Wanstead	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	104	Stratford - East Ham - Manor Park	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	238	Stratford - East Ham - Barking	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	300	East Ham - East Beckton - Winsor Park Estate	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	308	Wanstead - Forest Gate - Hackney Wick (Mons to Sats)	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	308A	Wanstead - Forest Gate - Hackney Wick (Sundays)	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	309	Poplar - Stepney Green - Bethnal Green	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	325	Prince Regent - East Ham - Beckton Savacentre	12 Feb 99	12 Apr 99	Jun 99	Mar 00
	W13	Leytonstone - Wanstead - Woodford Wells	12 Feb 99	12 Apr 99	Jun 99	Mar 00
84	**82**	North Finchley - Victoria	2 Apr 99	17 May 99	Jun 99	Apr 00
	113	Edgware - Oxford Circus	2 Apr 99	17 May 99	Jun 99	Apr 00
	N13	Trafalgar Square - Golders Green - North Finchley	2 Apr 99	17 May 99	Jun 99	Feb 00
85	**2**	Crystal Palace - Marylebone	16 Apr 99	31 May 99	Jul 99	Apr 00
	249	Crystal Palace - Tooting Bec	16 Apr 99	31 May 99	Jul 99	Apr 00
	N2	Crystal Palace - Hampstead Heath	16 Apr 99	31 May 99	Jul 99	Apr 00

*Start date is assumed to be the next Saturday following the current end date and is subject to confirmation.

01 April 2000 - 31 December 2001

The Tendering programme beyond Tranche 85 has not been set as at the time of publication of this document.
The table below gives an indication of when existing contracts are due to expire, and therefore should be used for guidance purposes only. ITTs are generally issued approximately 12 months before the contract start date. The data is subject to change.

Route number	Terminal points	Contract start
S3	Worcester Park - Belmont	Apr 00
19	Finsbury Park - Piccadilly Circus - Battersea	Apr 00
236	Hackney Wick - Hackney - Finsbury Park	Apr 00
240	Golders Green - Edgware	Apr 00
266	Hammersmith - Brent Cross	Apr 00
322	Crystal Palace - Elephant & Castle	Apr 00
G1	Clapham Junction - Streatham	Apr 00
N19	Clapham Junction - Finsbury Park	Apr 00
46	Kensal Rise - Farringdon Street	Apr 00
C2	Oxford Circus - Parliament Hill	Apr 00
36	Lewisham - Queens Park	May 00
124	Catford - Eltham	May 00
136	Peckham - Grove Park	May 00
N36	Grove Park - Trafalgar Square	May 00
N47	St Mary Cray - Victoria	May 00
U10	Uxbridge - Ruislip	May 00
200	Raynes Park - Wimbledon - Mitcham	Jun 00
201	Mitcham - Streatham Hill - Tulse Hill	Jun 00
200D	Mitcham - Wimbledon (SDO)	Jun 00
227	Bromley North - Crystal Palace	Jun 00
7	Russell Square - East Acton	Jun 00
70	Acton - South Kensington	Jun 00
120	Hounslow - Northolt	Jun 00
R68	Hampton Court - Richmond	Jun 00
R70	Richmond - Hanworth	Jun 00
286	Greenwich - Eltham	Jul 00
22	Putney Common - Piccadilly Circus	Jul 00
280	Tooting - Belmont	Jul 00
186	Northwick Park - Brent Cross	Jul 00
208	Lewisham - Orpington	Jul 00
501	Waterloo - Holborn - London Bridge	Jul 00
505	Waterloo - Holborn - Shoreditch	Jul 00
507	Victoria - Millbank - Waterloo	Jul 00
521	Waterloo - Holborn - London Bridge	Jul 00
81	Hounslow - Slough	Jul 00
214	Highgate Village - Liverpool Street Station	Aug 00
W7	Finsbury Park - Crouch End - Muswell Hill	Aug 00
243	Wood Green - Tottenham - Holborn Circus	Aug 00
243A	Wood Green - Tottenham - Liverpool Street	Aug 00
N243	Wood Green - Trafalgar Square	Aug 00
197	Norwood Junction - Croydon	Aug 00
289	Elmers End - Purley	Aug 00
X30	West Croydon - New Addington (Express)	Aug 00

Route number	Terminal points	Contract start
130	West Croydon - New Addington	Sept 00
103	North Romford - Romford - Rainham	Sept 00
74	Roehampton - Baker Street	Sept 00
174	Dagenham - Romford - Noak Hill	Sept 00
175	Dagenham - Romford - North Romford	Sept 00
222	Hounslow - Uxbridge	Sept 00
4	Archway - Islington - Waterloo	Sept 00
173	East Beckton - Dagenham - King George Hospital	Sept 00
271	Highgate - Holloway - Moorgate/Liverpool Street	Sept 00
673	Whalebone Lane North - Dagenham (SDO)	Sept 00
131	Wimbledon - Kingston	Sept 00
411	Kingston - West Molesey	Sept 00
257	Walthamstow - Leytonstone - Stratford	Oct 00
296	Harold Wood - Romford - Ilford	Oct 00
196	Norwood Junction - Brixton	Oct 00
295	Clapham Junction - Ladbroke Grove	Oct 00
950	Barking - Ilford mobility: Becontree - Barking	Oct 00
951	Barking - Ilford mobility: Upminster - Romford	Oct 00
952	Barking - Ilford mobility: Harold Hill - South Hornchurch	Oct 00
953	Barking - Ilford mobility: Harold Hill - Thames View	Oct 00
954	Barking - Ilford mobility: Ilford - Dagenham	Oct 00
955	Barking - Ilford mobility: Ilford/Romford circular	Oct 00
956	Barking - Ilford mobility: Thames View - Dagenham	Oct 00
957	Barking - Ilford mobility: Hainault - Lakeside	Oct 00
958	Barking - Ilford mobility: Fullwell Cross - Barkingside	Oct 00
959	Barking - Ilford mobility: Thames View Estate - Barkingside	Oct 00
961	Barking - Ilford mobility: North Romford Circular	Oct 00
135	Archway - Oxford Circus	Nov 00
27	Camden Town - Turnham Green	Nov 00
33	Fulwell - Hammersmith	Nov 00
267	Hammersmith - Fulwell Garage	Nov 00
R69	Hammersmith - Richmond	Nov 00
699	Winchmore Hill - Southgate - Potters Bar (SDO)	Nov 00
188	Greenwich Cutty Sark - Euston Station	Nov 00
400	Feltham Circular via Westmacott Drive	Dec 00
13E	Golders Green - Oxford Circus - Aldwych	Dec 00
13	Golders Green - Oxford Circus - Aldwych	Dec 00
52	Willesden - Victoria	Dec 00
N52	Willesden - Victoria	Dec 00

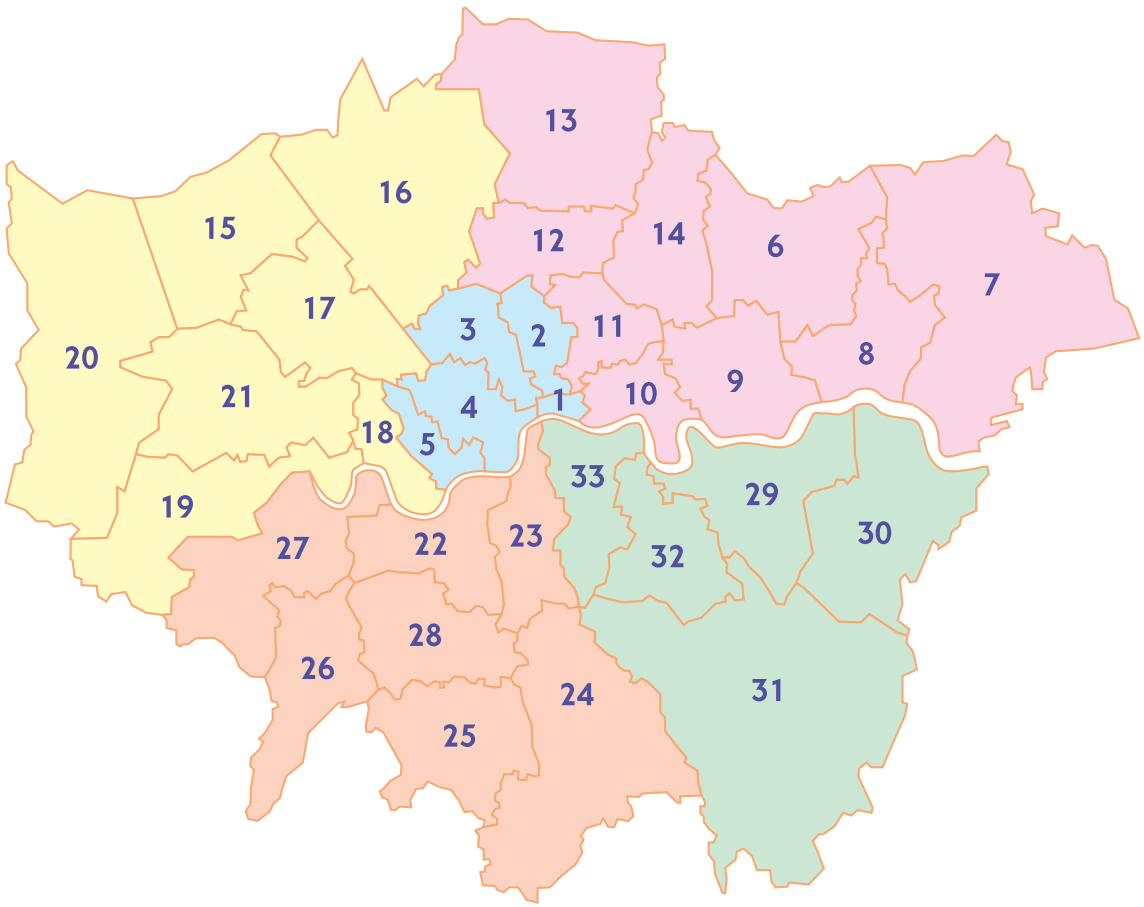
Route number	Terminal points	Contract start
47	Catford Garage - Shoreditch	Jan 01
185	Victoria - Lewisham	Jan 01
P3	London Bridge Station - New Cross Gate	Jan 01
258	Watford Junction - South Harrow	Jan 01
41	Archway - Crouch End - Tottenham Hale	Jan 01
118	Morden - Brixton	Jan 01
159	Baker Street - Streatham Station	Jan 01
159SN	Streatham Station - Baker Street Station	Jan 01
N139	West Hampstead - Trafalgar Square	Jan 01
N16	Edgware - Trafalgar Square	Jan 01
N18	Harrow Weald - Trafalgar Square	Jan 01
N6	Kensal Rise - Aldwych	Jan 01
N98	Stanmore - Trafalgar Square	Jan 01
29	Trafalgar Square - Camden - Palmers Green	Feb 01
121	Turnpike Lane - Enfield - Enfield Lock	Feb 01
141	Wood Green - Moorgate	Feb 01
153	Finsbury Park - Islington - Smithfield	Feb 01
299	Muswell Hill - Cockfosters	Feb 01
329	Turnpike Lane - Wood Green - Enfield	Feb 01
616	Edmonton Green - Southgate (SDO)	Feb 01
W4	Wood Green - Tottenham - Oakthorpe Park	Feb 01
W5	Harringay - Crouch End - Archway	Feb 01
W6	Southgate - Palmers Green - Edmonton Green	Feb 01
N29	Trafalgar Square - Wood Green - Enfield Town	Feb 01
H28	Bulls Bridge - Hounslow - Wood Lane - Osterley	Feb 01
N11	Shepherds Bush - Liverpool Street	Feb 01
N9	Trafalgar Square - Twickenham/Ham	Feb 01
N97	Heathrow/Sunbury - Trafalgar Square	Feb 01
126	Eltham - Bromley South	Mar 01
138	Catford Bridge - Coney Hall	Mar 01
161	Woolwich - Chislehurst	Mar 01
162	Beckenham Junction - Petts Wood Station	Mar 01
172	Liverpool Street - Brockley Rise	Mar 01
181	Lewisham - Downham	Mar 01
225	Rotherhithe - Lewisham	Mar 01
284	Lewisham - Grove Park Cemetery	Mar 01
367	West Croydon - Bromley North	Mar 01
484	Camberwell Green - Lewisham	Mar 01
N109	Aldwych - Streatham - New Addington	Mar 01
62	Barking - Becontree - Marks Gate	Mar 01
87	Romford - Becontree Heath - Barking	Mar 01
145	Leytonstone - Ilford - Dagenham	Mar 01
169	Clayhall - Ilford - Barking	Mar 01
287	Barking - Dagenham - Rainham	Mar 01
366	Redbridge - Barking - Beckton Savacentre	Mar 01
368	Barking Station - Chadwell Heath	Mar 01
387	Little Heath - Barking - Creekmouth	Mar 01
359	Forestdale - Selsdon	Mar 01

Route number	Terminal points	Contract start
C4	Putney - Hurlingham	Apr 01
485	Ham - Richmond	Apr 01
904	Kingston/Richmond mobility: Twickenham - Wimbledon	Apr 01
926	Kingston/Richmond mobility: St. Helier - Sutton	Apr 01
928	Kingston/Richmond mobility: Motspur Park - Sutton	Apr 01
938	Kingston/Richmond mobility: Chessington - Richmond	Apr 01
939	Kingston/Richmond mobility: Worcester Park - Kingston	Apr 01
940	Kingston/Richmond mobility: Cheam Village - Kingston	Apr 01
963	Kingston/Richmond mobility: Barnes - Richmond	Apr 01
964	Kingston/Richmond mobility: Kew Garden - Kingston	Apr 01
965	Kingston/Richmond mobility: Hampton - Kingston	Apr 01
967	Kingston/Richmond mobility: Whitton - Richmond	Apr 01
968	Kingston/Richmond mobility: Cheam Village - Kingston	Apr 01
969	Kingston/Richmond mobility: Mortlake - Kingston	Apr 01
389	Barnet General Hospital - Western Way	Apr 01
399	Barnet General Hospital - Hadley Wood	Apr 01
67	Wood Green - Aldgate	Apr 01
95	Southall - Shepherd's Bush	Apr 01
105	Heathrow Airport - Greenford	Apr 01
106	Finsbury Park - Hackney - Whitechapel	Apr 01
171	Catford Garage - Holborn	Apr 01
N171	Victoria - Catford - Hither Green	Apr 01
P5	Elephant & Castle - Brixton - Clapham North	Apr 01
315	Balham - West Norwood	Apr 01
191	Brimsdown - Enfield - Edmonton Green	Apr 01
191D	Brimsdown - Enfield (SDO)	May 01
R62	Isleworth - Teddington	May 01
H1	Golders Green - Bigwood Road	Jun 01
H2	Golders Green - Hampstead Garden Suburb	Jun 01
H3	Hampstead Garden Suburb Circular	Jun 01
C10	Victoria - Elephant & Castle	Jun 01
230	Upper Walthamstow - Walthamstow - Wood Green	Jun 01
274	Angel Islington - Marble Arch	Jun 01
N26	Victoria - Walthamstow	Jun 01
26	Waterloo - Liverpool Street - Hackney Wick	Jun 01
K1	Kingston - Surbiton/New Malden	Jun 01
K2	Kingston - Hook	Jun 01
K3	Kingston Hospital - Esher	Jun 01
K4	Kingston - Hook - Kingston	Jun 01
K5	Kingston - New Malden	Jun 01
331	Ruislip - Uxbridge	Jun 01
203	Staines - Hounslow	Jul 01
268	Golders Green - Finchley Road (Sainsbury's)	Jul 01
285	Heathrow - Kingston	Jul 01

Route number	Terminal points	Contract start
336	Bromley Garage - Bromley North	Aug 01
R9	Orpington Station - Ramsden Estate	Aug 01
N15	Marble Arch - Romford	Aug 01
15	East Ham - Paddington	Aug 01
116	Ashford Hospital - Hounslow	Aug 01
H29	Osterley (Circular)	Aug 01
117	Isleworth Fire Station - Staines	Aug 01
251	Edgware - Arnos Grove	Aug 01
288	Queensbury, Safeway - Broadfields	Aug 01
303	Edgware - Colindale	Aug 01
305	Edgware - Kingsbury Circle	Aug 01
A10	Heathrow Airport - Uxbridge	Aug 01
645	Goodmayes - Woodford Wells - Chingford Station (SDO)	Aug 01
689	Camberwell - Earlsfield (SDO)	Aug 01
693	Green Street Green - Priory School (SDO)	Aug 01
660	Catford - Eltham (SDO)	Aug 01
698	West Drayton - Ruislip (SDO)	Sept 01
697	Hayes End - Ruislip (SDO)	Sept 01
160	Catford - Sidcup	Sept 01
319	Streatham - Sloane Square	Sept 01
193	Romford - County Park Estate	Sept 01
202	Crystal Palace - Blackheath	Sept 01
252	Hornchurch - Romford - Collier Row	Sept 01
256	Harold Hill - Hornchurch	Sept 01
346	Upminster - Upminster Park	Sept 01
365	Havering Park - Romford - Mardyke Estate	Sept 01
450	West Croydon - Crystal Palace - Lower Sydenham	Sept 01
646	Noak Hill - Cranham (SDO)	Sept 01
649	Romford - Campion School (SDO)	Sept 01
650	Gidea Park - Upminster - Cranham (SDO)	Sept 01
651	Romford - Chase Cross (SDO)	Sept 01
652	Rainham - Upminster (SDO)	Sept 01
656	North Street Garage - Emerson Park School (SDO)	Sept 01
670	Romford - Corbets Tey (SDO)	Sept 01
C3	Earl's Court - Clapham Junction	Sept 01
248	Romford - Upminster - Cranham	Sept 01
290	Richmond - Staines	Sept 01
165	Romford - Elm Park - Rainham	Sept 01
981	Brent/Harrow mobility: Colindale - Park Royal	Sept 01

Route number	Terminal points	Contract start
982	Brent/Harrow mobility: Brent Cross - Harrow	Oct 01
983	Brent/Harrow mobility: Brentford - Edgware	Oct 01
984	Brent/Harrow mobility: St. Raphael's - Harrow	Oct 01
985	Brent/Harrow mobility: Edgware - Alperton	Oct 01
986	Brent/Harrow mobility: Norwood Green - Alperton	Oct 01
987	Brent/Harrow mobility: Havelock Estate - Brent Cross	Oct 01
988	Brent/Harrow mobility: Swiss Cottage - Brent Cross	Oct 01
989	Brent/Harrow mobility: Ealing Broadway - Brent Cross	Oct 01
990	Brent/Harrow mobility: Northwood - Harrow	Oct 01
991	Brent/Harrow mobility: St. Raphael's - Brent Cross	Oct 01
992	Brent/Harrow mobility: St. Raphael's - Harrow	Oct 01
993	Brent/Harrow mobility: Queensbury - Brent Cross	Oct 01
994	Brent/Harrow mobility: Queensbury - Brent Cross	Oct 01
223	Wembley - South Kenton - Harrow	Oct 01
224	Wembley - Harlesden	Oct 01
226	Golders Green - Park Royal	Oct 01
179	Barking - Chingford	Oct 01
313	Chingford - Enfield - Potters Bar	Nov 01
318	Stamford Hill - Tottenham - North Middlesex Hospital	Nov 01
H24	Young Offenders Centre - Feltham Station	Nov 01
H25	Hanworth - Hatton Cross	Nov 01
H26	Feltham - Hatton Cross	Nov 01
79	Edgware - Alperton	Nov 01
261	Lewisham - Bromley	Nov 01
79D	Edgware - Alperton (SDO)	Nov 01
51	Woolwich - Orpington Station	Nov 01
80	Hackbridge - Morden - Banstead	Nov 01
93	North Cheam - Putney Bridge	Nov 01
151	Wallington - Worcester Park	Nov 01
152	New Malden - Pollards Hill	Nov 01
154	Morden - West Croydon	Nov 01
157	Morden - Crystal Palace	Nov 01
163	Morden - Wimbledon	Nov 01
164	Sutton - Wimbledon	Nov 01
413	Sutton - Morden Station	Nov 01
152D	Mitcham - Hook (SDO)	Nov 01
163D	Morden Station - Wimbledon Station (SDO)	Nov 01
S1	Banstead - Beddington Corner	Nov 01
61	Bromley North - Chislehurst	Dec 01
307	Brimsdown - Enfield - Barnet (Arkley Hotel)	Dec 01
307D	Oakwood - Barnet (Arkley Hotel) (SDO)	Dec 01
R1	Bromley Common - Sidcup	Dec 01
R11	Bromley Common - Sidcup	Dec 01
R2	Petts Wood - Biggin Hill Valley	Dec 01
R3	Petts Wood - Green Street Green	Dec 01
R4	Locks Bottom - Pauls Cray Hill	Dec 01
R7	Coppice Estate - St. Mary Cray	Dec 01
R8	Chelsfield - Cockmannings	Dec 01
391	Richmond - Fulham Broadway	Dec 01

Appendix E: LT Buses' operating area



1	City	12	Haringey	23	Lambeth
2	Islington	13	Enfield	24	Croydon
3	Camden	14	Waltham Forest	25	Sutton
4	Westminster	15	Harrow	26	Kingston
5	Kensington & Chelsea	16	Barnet	27	Richmond
6	Redbridge	17	Brent	28	Merton
7	Havering	18	Hammersmith & Fulham	29	Greenwich
8	Barking & Dagenham	19	Hounslow	30	Bexley
9	Newham	20	Hillingdon	31	Bromley
10	Tower Hamlets	21	Ealing	32	Lewisham
11	Hackney	22	Wandsworth	33	Southwark